



**USAID**  
FROM THE AMERICAN PEOPLE

# USAID/MACEDONIA JUDICIAL STRENGTHENING PROJECT

**QUARTERLY REPORT: JANUARY – MARCH 2015**



April 17, 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech DPK.

# USAID/MACEDONIA JUDICIAL STRENGTHENING PROJECT

**QUARTERLY REPORT: JANUARY – MARCH 2015**

**CONTRACT NO.: AID-165-C-12-00001**

**CONTRACTOR: TETRA TECH DPK**

**DATE: APRIL 17, 2015**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# TABLE OF CONTENTS

<b>LIST OF ACRONYMS</b>	5
<b>INTRODUCTION</b>	6
1. OBJECTIVES	6
2. AREAS OF WORK	6
3. PROJECT ACTIVITIES	6
4. PROJECT RESULTS FRAMEWORK	7
Project Results Areas	7
USAID Results Framework	7
<b>PROGRAM-RELATED ACTIVITIES AND TASKS</b>	9
<b>RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM</b>	9
1.1 Requirement 1.1: A Short Focused Assessment, Baseline Survey, and Resulting Action Plan on Justice Sector LPAs and CSOs and The Role They Can Play in Strengthening the Rule Of Law in Macedonia	9
1.2 Requirement 1.2: Per the Findings of Requirement 1.1, the Capacity of at Least Two Judicial Sector Professional Associations Are Improved	9
<b>RESULT 2: MORE INDEPENDENT, EFFICIENT, AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES</b>	11
2.1 Requirement 2.1: Legal Framework and Judicial Branch Policies Strengthen Independence, Effectiveness, and Accountability of the Judicial System	11
2.2 Requirement 2.2: Administration and Management Rules, Policies, and Procedures, Systems, and Practices to Support a Modern Court System	12
<b>RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES</b>	14
3.1 Requirement 3.1: Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff	14
3.2: Requirement 3.2: Improve Caseload Processing and Reduced Backlog Cases.	14
<b>RESULT 4: CRISIS-MODIFIER AND MATERIAL SUPPORT</b>	15
<b>EVENTS AND ACTIVITIES</b>	16
<b>ADMINISTRATIVE AND PERSONNEL MATTERS</b>	18

<b>FINANCIAL QUARTERLY REPORT</b>	<b>18</b>
<b>ISSUES AFFECTING THE DELIVERY OR TIMING OF SERVICES</b>	<b>18</b>

## LIST OF ACRONYMS

<b>AC</b>	Administrative Court
<b>ACCMIS</b>	Automated Court Case Management and Information System
<b>BAR</b>	Bar Association of the Republic of Macedonia
<b>BC</b>	Basic Court
<b>CAA</b>	Court Administration Association
<b>COR</b>	Contracting Officer's Representative
<b>CSC</b>	Court Service Council
<b>CSO</b>	Civil Society Organization
<b>DCM</b>	Differentiated Case Management
<b>ECR</b>	Electronic Court Recording
<b>ELSA</b>	European Law Students' Association
<b>ESE</b>	Association for Emancipation, Solidarity and Equality of Women
<b>IACA</b>	International Association for Court Administration
<b>INL</b>	Bureau of Narcotics and Law Enforcement
<b>IR</b>	Intermediate Result
<b>IT</b>	Information Technology
<b>JBF</b>	Judicial Branch Forum
<b>JC</b>	Judicial Council of the Republic of Macedonia
<b>JSP</b>	Judicial Strengthening Project
<b>JTA</b>	Academy for Judges and Public Prosecutors (also known as Judicial Training Academy or the Academy)
<b>LCP</b>	Law on Civil Procedure
<b>LPA</b>	Legal Professional Association
<b>MJA</b>	Macedonian Judges Association
<b>MOJ</b>	Ministry of Justice of the Republic of Macedonia
<b>MYLA</b>	Macedonian Young Lawyers Association
<b>NTS</b>	National Time Standards
<b>RFP</b>	Request for Proposals
<b>ROLC</b>	Rule of Law Council
<b>SC</b>	Supreme Court of the Republic of Macedonia
<b>Tt DPK</b>	Tetra Tech DPK
<b>US</b>	United States of America
<b>USAID</b>	United States Agency for International Development

# INTRODUCTION

The United States Agency for International Development (USAID)/Macedonia Judicial Strengthening Project (JSP) is an ambitious four-year endeavor that started in November 2011. The overarching objective of the project is to help the Macedonian judiciary to evolve as an independent, self-governing, effective, and accountable branch of government capable of meeting the needs of citizens, businesses, and organizations for prompt and impartial protection of their rights and adjudication of their legal disputes.

This quarterly report for January through March 2015 focuses on the progress and implementation of programmatic activities and tasks aimed at delivering the results required under the Tetra Tech DPK (Tt DPK) contract with USAID. A brief description of the objectives, areas of work, project activities, and expected results follow.

## 1. OBJECTIVES

The overarching objectives of the project are to strengthen the role of the judiciary in the separation of powers and to develop broad-based support for rule of law and judicial-sector reform. More specifically, the project focuses on supporting the development of professional associations in the justice sector, developing effective court governance systems and practices, and improving the efficiency and quality of justice.

## 2. AREAS OF WORK

The project's main components are outlined below.

### 2.1 Advocacy and Citizen Participation in Judicial Sector Reforms

The JSP supports the development of the capacities of professional associations in the justice sector to play a leadership role in efforts to reform the justice system and to advocate for the interest of their members, and increases public awareness and participation in justice-sector reforms and rule-of-law issues.

### 2.2 Independent, Efficient, and Consistent Application of Judicial-Sector Policies and Practices

The JSP develops effective court governance systems and practices, increases the role of the judiciary in preparing laws and policies governing the branch, establishes regular coordination and consensus-building on key issues among judicial institutions, promotes more effective and accountable operation of judicial-sector institutions and courts, improves court operations through innovation and technology, and designs and applies performance standards.

### 2.3 Effective Legal Personnel and Efficient Processes

The JSP improves efficiency and quality of justice by providing specialized trainings to judges, developing and applying national time standards for case processing, and building the capacities of court personnel to provide efficient services to court users.

## 3. PROJECT ACTIVITIES

The project provides technical and managerial experience to key counterparts in the judiciary, legal professional associations (LPAs), and civil society organizations (CSOs) active in the judicial sector.

The range of support includes a combination of targeted long-term technical assistance, advisory services, project initiatives, and other forms of assistance identified as necessary for each of the results prescribed. Key activities and tasks include the following:

- Identifying and supporting key civil society and professional associations in their efforts to promote civil society support for the rule of law and an independent judiciary
- Building capacity of designated LPAs
- Assisting designated LPAs and CSOs in supporting laws, policies, and practices that support judicial independence
- Identifying gaps and/or idiosyncrasies in policies and practices of judicial administration and management and support reform
- Building leadership and management capacities
- Supporting the development of needs-based budgets for the courts
- Supporting education for various sectors of the judicial sector, including president judges, court administrators, and court staff to enhance efficiency and timeliness

#### **4. PROJECT RESULTS FRAMEWORK**

The USAID/Macedonia JSP employs a results-driven approach to its planning and programming.

##### **4.1 JSP Results Areas**

During Quarter I of Year IV, the project has continued to focus on the following five key results:

- Result 1: Strengthened advocacy and citizen participation in judicial sector reform
- Result 2: More independent, efficient, and consistent application of judicial policies and practices
- Result 3: Increased fairness and efficiency of the administration of justice through more effective legal personnel and efficient processes
- Result 4: Crisis-modifier and material support
- Result 5: Serving as *rapporteur* with justice sector

These five results areas contribute to the USAID Foreign Assistance Framework for Macedonia.

##### **4.2 USAID Results Framework**

The JSP supports the USAID/Macedonia Assistance Objective I: Greater Checks and Balances in Democratic Processes. Under this Assistance Objective, the project supports Intermediate Result (IR) 1.2: Greater Equilibrium among the Three Branches of Government at the National Level. Specifically, JSP works toward Sub-IR 1.2.2: Greater Judicial Independence and Sub-IR 1.2.3: Increased Confidence in the Judicial System. The chart below illustrates the conceptual linkages between the JSP and the USAID/Macedonia Framework.

**USAID/Macedonia Assistance Objective 1: Greater Checks and Balances in Democratic Processes**



**Intermediate Result 1.2: Greater Equilibrium among the Three Branches of Government at the National Level**



**Sub-IR 1.2.2: Greater Judicial Independence**



**Sub-IR 1.2.3: Increase Confidence in the Judicial System**



**Judicial Strengthening Project – Macedonia**

Result 1:  
Strengthened  
advocacy and citizen  
participation in  
judicial sector reform

Result 2: More  
independent,  
efficient and  
consistent  
application of judicial  
policies and practices

Result 3: Increased  
fairness and  
efficiency of the  
administration of  
justice through more  
effective legal  
personnel and  
efficient processes

Result 4: Crisis-  
modifier and  
material support

Result 5: Serves as  
rapporteur with  
justice sector



## PROGRAM-RELATED ACTIVITIES AND TASKS

### RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM

#### **1.1 Requirement 1.1: A Short, Focused Assessment, Baseline Survey, and Resulting Action Plan on Justice Sector LPAs and CSOs, and the Role They Can Play in Strengthening the Rule of Law in Macedonia**

The Judicial Strengthening Project (JSP) fulfilled Requirement 1.1 during its first two years of implementation.

#### **1.2 Requirement 1.2: Per the Findings of Requirement 1.1, the Capacity of at Least Two Judicial Sectors Professional Associations Are Improved**

Per the findings of Requirement 1.1, the JSP designed, delivered, and completed a training program to build the capacities of the Macedonia Judges Association (MJA), Court Administration Association (CAA), and other LPAs, as well as CSOs. The sections below outline the follow-up activities and events carried out during this quarter that built on the implementation of the training program.

##### **1.2.1 Other Support for LPAs and CSOs**

##### ***Macedonian Young Lawyers Association (MYLA)***

##### **Strategic Litigation Training**

During the quarter, JSP supported a two-day training program on strategic litigation and human rights protection for 17 members of MYLA and 5 law school graduate members of the European Law Students Association (ELSA). The primary objective of the training, delivered by Mr. Adam Weiss, the Legal Director of the European Roma Rights Center (ERRC) was to provide participants, particularly MYLA members who are pioneers of strategic litigation in Macedonia, with best practices in the protection of marginalized groups and individuals, anti-Romani racism and human rights abuse. The experience of the ERRC was invaluable given the similar challenges it has faced in the implementation of strategic litigation for Roma rights. The training included both an interactive approach and practical group work, during which participants completed a draft Litigation Strategy for 2016-2018. The strategy, which will guide MYLA in identifying and representing cases of human rights abuse was reviewed and approved by MYLA's Managing Board.

##### ***European Law Students Association (ELSA)***

##### **Presentation of ELSA brochure**

During the quarter, 500 copies of the bilingual (Macedonian and Albanian) ELSA brochure on free legal aid were printed and presented to law students at the South East European University campus in Skopje and the Tetovo branch. The brochure, designed to raise awareness of legal aid in Macedonia, provides a thorough analysis of the Law on Free Legal Aid and an overall review of current practices in the field, with a particular focus on the eligibility and procedures for receiving free legal aid, and lists current licensed free legal aid providers in the non-governmental sector. Both events also provided an opportunity to introduce ELSA to potential members, with the aim of expanding ELSA's membership base. Expanding the organization's membership base strengthens its ability to pursue its mission, advocate and generate income, and be a partner in judicial-sector reforms.



##### **Support Legal Career Path Discussion**

During the quarter, the JSP facilitated the organization of ELSA's Legal Career Path Discussion at the Law School Iustinianus Primus. Attended by nearly 20 ELSA members, the objective of the event was to provide the opportunity for prominent legal professionals from different areas of the justice sector

to share their experiences and provide students with the motivation to strive towards building a prosperous career in these specific areas. Discussion panelists included Judge Stojance Ribarev, President of the Appellate Court Shtip; Mr. Gavril Bubevski, Public Prosecutor at Basic Public Prosecution Office Skopje; and Mr. Kiril Kolemishovski, Attorney at Law. The speakers provided an overview of their legal education, career, and challenges faced during their work, which provoked a fruitful discussion on the advantages and disadvantages of the different career paths, and advice from the panelists on the necessary steps for entering the profession.

### **Court Administration Association (CAA)**

During the quarter, the JSP and CAA worked on preparations of the “Open Day at Courts” events, which are scheduled to take place on April 2, 2015, in seven courts in Macedonia, including the Basic Court (BC) Ohrid, BC Struga, BC Bitola, BC Prilep, BC Strumica, BC Tetovo and BC Veles. The events, as envisioned in the Strategic Plan of the Rule of Law Council (ROLC), will target all citizens interested in knowing more about the courts’ operations and are expected to contribute to increasing court transparency and citizens’ understanding of basic court processes.

At the BC Bitola and BC Prilep, these events will be combined with the presentation of the ELSA free legal aid brochure.



### **Association for Emancipation, Solidarity and Equality of Women (ESE) Domestic Violence Bench Book for Judges (Bench Book)**

In February, the Domestic Violence Bench Book for Judges was printed and distributed to judges that handle domestic violence cases in all Macedonian courts. ESE also distributed the Bench Book to social centers, shelters and the Ministry of Interior.

### **Macedonian Judges Association (MJA)**

#### **Support Printing and Distribution of the Judicial Code of Ethics**

After previously distributing 700 copies of the new Judicial Code of Ethics, the MJA publicized and promoted it to its members with modest financial support from JSP. This promotion was combined with the presentation of the Judicial Practice Bulletin, a compilation of 10-years of Supreme Court (SC) jurisprudence, on the Day of the Judiciary, March 31.

### **1.2.2 Broad-Based Rule of Law Coalition of LPAs**

#### **Support the Rule of Law Council (ROLC) Public Awareness Campaign**

The ROLC public awareness campaign on ‘Faster, More Effective and Fair Criminal Court Procedures’ was launched during the quarter. The event, which was covered by 18 media outlets (6 TV stations, 1 radio station, 2 newspapers and 9 web-portals), was supported by the Deputy Minister of Justice, Ms. Biljana Brishkoska-Boshkovski; USAID Mission Director, Mr. James Stein; and ROLC representative, Ms. Ljupka Noveska.

Prior to the launch, JSP organized several meetings at which the McCann team presented the draft version of a campaign video to representatives from MYLA and the Bureau of International Narcotics and Law Enforcement Affairs (INL) and received feedback for improvements. McCann also held two focus group meetings to test the impact of the message and perception of the campaign by the general public.

During March, four TV spots (one long and three short versions) were broadcast over three weeks at six TV stations: *Sitel*, *Kanal 5*, *MTV 1*, *Alsati M*, *Alfa* and *Telma*, in total of 169 airings. A 40-second radio spot had 40 airings on national radio station *Antenna 5* over three weeks. Based on the Post Buy

Report for TV, 66.4% of the target audience (18-35 years) has seen the TV spot more than one time, and 38.1% has seen the TV spot more than three times.

The campaign is also being implemented on social media channels (Facebook, Twitter, You Tube) as planned. Web banners were produced and placed on several web-portals including [www.grid.mk](http://www.grid.mk), [www.kajgana.com](http://www.kajgana.com), [www.time.mk](http://www.time.mk), [www.pravo.org.mk](http://www.pravo.org.mk), [www.plusinfo.mk](http://www.plusinfo.mk), [www.pravdiko.mk](http://www.pravdiko.mk), [www.off.net.mk](http://www.off.net.mk), [www.faktor.mk](http://www.faktor.mk), [www.crnobelo.mk](http://www.crnobelo.mk), [www.mkd.mk](http://www.mkd.mk), [www.tocka.com.mk](http://www.tocka.com.mk) and [www.sitel.com.mk](http://www.sitel.com.mk). The social media part of the campaign will also continue through April.

On March 24, McCann organized the first informative meeting with the journalists, aimed at expanding the knowledge of journalists on the major novelties introduced with the new Law on Criminal Procedure. The event was attended by 7 media outlets. The next two meetings will be organized in April and May.

The printing of 2,000 posters and 20,000 flyers were completed and will be distributed by McCann to courts, public prosecution offices and penitentiaries according to the approved distribution plan. The brochure for the legal community was finalized in Macedonian and Albanian, and the brochure for the general community has been approved and sent for Albanian translation, which is expected to be completed in early April.

#### **Support Publication of ROLC Promotional Materials**

During the reporting period, a promotional leaflet for the ROLC was developed and 3,000 copies (2,500 in Macedonian and 500 in English) were printed. The leaflet provides basic information on the formation, aims, and areas of work of the ROLC, as well as information about its membership and organizational structure.

This leaflet serves as a tool for promotion of the ROLC and will be used as part of presentations by the ROLC to different stakeholders. It was also distributed at the launching of the ROLC media campaign on February 26.

MYLA President Ms. Martina Smilevska, met with a representative of the Rule of Law Department at the Netherlands Embassy and introduced the ROLC and highlighted the organization's achievements to date, including the media campaign and Open Days at Courts. The Netherlands Embassy has supported many rule of law projects in Macedonia and the ROLC considers it as a potential donor for future activities in 2015 and beyond.

## **RESULT 2: MORE INDEPENDENT, EFFICIENT AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES**

### **2.1 Requirement 2.1: Legal Framework and Judicial Branch Policies Strengthen Independence, Effectiveness, and Accountability of the Judicial System**

#### **2.1.1 Support Periodic Meetings of the Judicial Branch Forum (JBF)**

The eighth JBF meeting was completed on February 11-12 in Mavrovo. Attendees included the President of the Judicial Council, the Chief Justice of the Supreme Court (first participation in the JBF), the Presidents of the four appellate courts, the President of the Administrative Court, and the Director of the Academy for Judges and Public Prosecutors (Academy), the President of the MJA, and the President of the CSC.

Following two days of presentations and discussions, key conclusions included:

- Systematic trainings for the Law on Civil Procedure: The Supreme Court will provide nine trainings for all civil judges, including six for the Skopje and Shtip appellate areas and three for the Bitola and Gostivar appellate areas. At the conclusion of these trainings, one roundtable will be organized for public notaries, private enforcement agents and attorneys to discuss

their issues with the implementation of the Law on Civil Procedure. The Supreme Court will inform the Academy and the Presidents of the Appellate Courts of their role in the implementation of these trainings, who will coordinate participants from their areas.

- **Consistent Application of the Law:** It was deemed necessary to establish a system of consistent application of the law through the trainings and forums on which the issues and dilemmas on concrete legal matters will be discussed. There is a need to establish Jurisprudence Departments in the Appellate Courts, Administrative Court and High Administrative Court. The judges in charge of jurisprudence in these departments should also be excluded from the monthly quota system of evaluation because of the significant time commitment in jurisprudence activities. These points will require amendments to the appropriate laws and bylaws.
- **Amendments to Article 50 of the Law on Courts:** As a requirement of the Council of Europe's Group of States against Corruption (GRECO), of which the Republic of Macedonia is a member, the mandatory character of the Judicial Code of Ethics must be introduced to all judges in the Republic of Macedonia.
- **Establish a Case Management Amendment Committee:** It was proposed that a committee needed to be organized consisting of the JC President, a SC Justice, the Presidents of the Appellate Courts, as well as representatives from the Administrative Court and High Administrative Court. The committee will prepare amendments to the Law on Case Management that will be subsequently submitted to the Ministry of Justice for review and further action.
- **Data Sharing:** Enabling automatic data sharing between the first instance courts and the higher courts is necessary. The Forum will monitor the work of the committee established within the Body for Standardization of ACCMIS, in order to enable vertical connecting of the courts.

The organization of the ninth JBF meeting (tentatively scheduled for late May/early June, 2015) will be transferred to the JC in an effort towards the long-term sustainability of the JBF.

### **2.1.2 Support Amending the Law on Case Management (LCM)**

During the quarter, JSP staff met with Judge Stojance Ribarev, President of the Appellate Court Shtip, to discuss the implementation of the LCM and to identify inconsistencies in its implementation. As noted above, the implementation of the LCM was also discussed at the eighth meeting of the JBF. Subsequently, JSP convened a meeting with the JC President, Presidents of the four Appellate Courts, President of the Administrative Court, and the Court Administrator of the Supreme Court for drafting changes and amendments to the LCM. During the meeting, the working group drafted amendments to the LCM focusing on the operations of the Working Bodies for Case Flow Management and the publishing of court decisions on court websites. Afterwards, the JSP shared the text of the draft amendments with the group members for feedback. Also, the JSP prepared elaboration for the need for changing the LCM and shared it with the Judge Ribarev for feedback and finalization.

After the changes and amendments along with the elaboration are finalized, JSP will send them to the Ministry of Justice (MOJ) for review and further processing. In coordination with the MOJ, JSP will organize two public discussion events at the appellate regions to obtain feedback from judges and practitioners.

## **2.2 Requirement 2.2: Administration and Management Rules, Policies and Procedures, Systems and Practices to Support a Modern Court System**

### **2.2.1 Support establishment of Analytical Offices to perform applied research and analysis**

On February 10, the JSP COP and Project Attorney met with the President of the Basic Court (BC) Skopje I, Court Administrator and Head of the Intake Office, to discuss the next steps in establishing

the Analytical Office of the Court. In March the BC Skopje I sent to JSP the current systematization of the court departments and proposed job descriptions for the members of the Analytical Office. On April 20, JSP will organize a working meeting to finalize the tasks of the Analytical Office, the communication channels between the President and the Analytical Office, and the job descriptions of its members. Furthermore, JSP will procure furniture and PCs for three staff members of the BC Skopje I Analytical Office.

### **2.2.2 Provide support for implementation of two key elements of the strategic plan of the judiciary**

In February, JSP started the necessary preparations to support the implementation of two key elements of the strategic plan of the Judiciary 2014-2016, including provision of audio equipment and computers in six additional courtrooms to secure proper implementation of LCP, and upgrade of ABMS<sup>1</sup> to calculate cost per case.

#### ***Procurement of the audio equipment***

For procurement of the audio equipment, the JSP contracted the company ICS Consulting Engineering, as the original vendor that procured and installed the SRS Femida systems in 80 civil courtrooms in RM and trained 300 judges in the usage of this recording equipment. The audio equipment along with PCs and extra monitors for the sitting judges should be installed by late April 2015 in six courtrooms in the BC Ohrid, BC Struga, BC Kicevo, BC Bitola, BC Prilep and BC Strumica. During March, the vendor visited all six courts to make the necessary measurements for the cabling and installation of the equipment, once it is procured.

#### ***ABMS upgrade to calculate cost per case***

On February 20, JSP COP and DCOP met with Mr. Vlatko Danilov, Manager of BASME<sup>2</sup>, Ms. Suzana Varnalieva, Court Administrator of the Basic Court Veles and Ms. Maja Hadzi-Kimova, IT administrator at the Court Budget Council (CBC), to discuss possibilities for the development of software for calculation of cost-per-case, its functionalities and benefits.

An outcome of the meeting was that a new module in the ABMS should be developed, which will be administered by the JC. This module should extract data from ABMS and ACCMIS. The next step is to schedule a meeting with the CBC and make the necessary preparations for the procurement process.

### **2.2.3 Finalization of the Supreme Court's Jurisprudence Bulletin (Bulletin)**

On February 27, the printing of the Bulletin was finalized and 840 copies were presented to the SC for further distribution. It is envisioned that all judges (610) will receive a copy of the Bulletin. The SC will also use the Bulletin for self-promotion and presentation in its relations with similar institutions from the country and abroad.

The Bulletin is a compilation of 10-years (2004-2014) of jurisprudence of the SC. It includes the most important decisions made by the Civil Department, Criminal Department, and the Department for Trial within reasonable time. The Bulletin is of paramount importance for the work of the courts, since it will assist judges in decision-making by using SC legal opinions and decisions, thus will contribute to the harmonization of judicial practice and facilitate consistent application of laws.

---

<sup>1</sup> Automated Budget Management System of the courts

<sup>2</sup> BASME implemented series of trainings for the courts on financial management, human resources management, projecting case workload, and calculating cost per case, in April-May 2014, supported by the JSP.



## **RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES**

### **3.1 Requirement 3.1: Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff**

#### **3.1.1 Continue Training Opportunities for Judges with the JTA**

##### ***Support Systematic Trainings on the LCP for all Civil Judges***

During this quarter, two LCP trainings were completed for 68 judges in the Skopje and Shtip appellate regions on March 19-20 and March 26-27. The agenda included six topics: service of process, determination of the case value, costs of the procedure, disclosure of evidence, revision as an extraordinary legal remedy before the Supreme Court, and the procedure upon decisions for enforcement of public notaries. The trainers are five Supreme Court Justices.

In April, three LCP trainings will be held for the Bitola and Gostivar appellate regions, and in May three trainings will be held for Skopje and Shtip appellate regions. The last and ninth training will be held on June 4-5.

#### **3.1.2 Organize one study tour**

During the reporting period, JSP began preparations, including the procurement process, for a study tour to the US in late May/early June for members of the ROLC and other civil activists. Considering the ROLC successes achieved in the past period and the strong need for further organizational development and the need to increase membership and sustainability, tour participants will learn how LPAs and CSOs in the US play a leadership role in justice system reform efforts, with an emphasis on lobbying and advocacy for young civil activists and citizen participation in rule of law efforts. Other civil activists—potential ROLC members—will be included to expose them to US best practices in the civil society area.

#### **3.1.3 Support Commercial Law Trainings for Judges**

In January, JSP approached the JTA to provide suggestions for commercial law training topics that JSP could support throughout the year. The JTA suggested two topics for trainings: 1) the legal status of managers and different management levels according to the Law on Companies; and 2) legal aspects of risk management of companies, in light of the new European regulations. Dates for implementation of these trainings were proposed for April 24 and June 5. Trainers will include the Judge of the Appellate Court Bitola, and a law professor from the American College, Skopje.

### **3.2: Requirement 3.2: Improve Caseload Processing and Reduce Backlog of Cases**

#### **3.2.1 Finalize Strategies for Differentiated Case Management (DCM) and Determine National Time Standards (NTS) for Different Case Types**

After US expert James Woodward, who was engaged in January as a potential consultant for development of a case weighting methodology withdrew his application, JSP contracted another US expert, Mr. Ron Stout. Mr. Stout, has knowledge of the program and the operating environment. His consultancy will be implemented from April 20 to 30. He will work closely with the members of the DCM working group and draft the necessary documents for creation of the methodology for measurement of case weight and complexity. Also, he will facilitate a workshop for the DCM working group on April 24-25. As case complexity is one of the primary criteria for assignment of cases to DCM tracks, the members of the DCM working group will be introduced with the case weight measurement as a tool to assess and compare judicial workload to a more precise level.

## RESULT 4: CRISIS-MODIFIER AND MATERIAL SUPPORT

### *Court Entrance Remodeling at the BC Skopje 2*

During the reporting period, the JSP finalized the procurement process to support the remodeling of the entrances in the BC Skopje 2, in order to provide easier access to the court. In accordance with the RFP deadline of February 10, three companies submitted proposals, and the company Anol was selected by the evaluation committee as the vendor most suited to implement the activity. The remodeling process started on March 16 and the majority of the work was completed by March 27. The completion of the work is expected on April 6<sup>th</sup> as per in the signed vendor contract.



The remodeling improved the court's main entrances to support uninterrupted movement of people, and relocated the intake office so that it has a separate entrance. Another entrance was also adapted for use only by the court staff. The whole process was carried out according to the plan and without major issues. The realization of this project was overseen by Ms. Penka Zafirova-Trajkovska, an architect, engaged as a short-term consultant.



## EVENTS AND ACTIVITIES

The project is aware of how important it is to accurately report and document events. This quarterly report includes a matrix summarizing each event, training, forum, seminar, roundtable, etc., along with pertinent descriptive information.

### Year IV: January – March 2015

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Evaluation of Training Events (1 – 5)
					M	F		
1.	Strategic Litigation Training with Adam Weiss	January 27 - 28, 2015	MYLA	19	10	9	1.2	5
2.	Eighth Judicial Branch Forum (JBF)	February 11 – 12, 2015	SC, CBC, JC, AC, High AC, appellate courts, Academy for Judges and Public Prosecutors (Academy), MJA, CAA and CSC	10	3	7	2.1	N/A
3.	Presentation of ELSA brochure on free legal aid at the South East European University - Tetovo	February 27, 2015	ELSA, SEEU	N/A	N/A	N/A	1.2	N/A
4.	Presentation of ELSA brochure on free legal aid at the South East European University - Skopje	March 2, 2015	ELSA, SEEU	N/A	N/A	N/A	1.2	N/A
5.	Legal Career Path Discussion	March 4, 2015	ELSA	N/A	N/A	N/A	1.2	N/A
6.	Training on the Law on Civil Procedure	March 19 – 20, 2015	Supreme Court, Courts from Skopje and Shtip appellate regions	31	9	22	3.1	4.66
7.	Training on the Law on Civil Procedure	March 26 – 27, 2015	Supreme Court, Courts from Skopje and Shtip appellate	37	8	29	3.1	4.86



			regions					
8.	Promotion of the Judicial Code of Ethics	March 31, 2015	MJA				1.2	N/A
Total				97	30	67		